

FOUNDATIONS

KEY GOALS

CORE PROCESSES

SUB PROCESSES

PROCESS MEASURES

PROCESS OWNER

OUTCOMES

OUTCOME OWNERS

MISSION
The Department of Commerce grows and improves jobs in Washington State by championing thriving communities, a prosperous economy and a sustainable infrastructure.

SHARED VISION

VALUES
Collaboration, Quality, Leadership, Meaningful Results, Passion

Entrepreneurial Agency Culture

Conscientious Stewardship

Strong Partnerships

Reliable and Sustainable Infrastructure

Vibrant Communities

Growing Economies

OPERATING PROCESSES

SUPPORTING PROCESSES

Shaping and Driving Policy OP1	Seeking and Receiving Funding OP2	Developing and Modifying Programs OP3	Funding Programs and Projects OP4	Managing Grants, Loans and Contracts OP5	Managing Services OP6	Closing Out Funding Period OP7	Supporting and Developing Our Workforce SP1	Efficiently Managing Finances SP2	Leveraging Technology SP3	Communicating Effectively SP4	Proactively Managing Risk SP5	Optimizing Organizational Performance SP6
1. Identifying need/opportunity 2. Engaging stakeholders 3. Identifying best path forward 4. Following the process of the path selected 5. Completing the chosen path selected 6.Communicating outcomes 7. Evaluating and monitoring	1. Defining need or opportunity 2. Seeking stakeholder input 3. Seeking funding 4. Seeking internal authorization to develop the ask (application or DP) 5. Preparing plan, application or DP 6. Submitting ask 7. Clarifying information 8. Receiving authorization (award letter or budget)	1. Obtaining authorization for proceeding 2. Reviewing requirements, identifying boundaries 3. Identifying and clarifying goals and purpose of the program 4. Developing and modifying policies governing program 5. Developing and modifying procedures and guidelines 6. Developing and modifying contract template 7. Reviewing program design with stakeholders 8. Approving final program design	1. Marketing that Funding is Available 2. Soliciting Applications 3. Providing Support to Applicants 4. Receiving Applications 5. Reviewing Applications 6. Coordinating with Funding Partners 7. Selecting Recipients 8. Approving Funding Allocations 9. Announcing Funding Decisions	1. Negotiating & executing 2. Modifying and amending 3. Monitoring and assessing risk (compliance and performance) 4. Invoicing and reimbursement (monitoring spending) 5. Closing out projects 6. Administering loans 7. Closing out individual grants, loans and contracts 8. Evaluating and soliciting feedback 9. Reporting to funders 10. Communicating with Stakeholders 11. Training and technical assistance	1. Researching and identifying clients 2. Assessing appropriateness of serving client 3. Evaluating business needs of client 4. Determining strategy for client 5. Implementing strategy 6. Delivering services 7. Monitoring process 8. Evaluating results	1. Identifying Reports to be submitted 2. Gathering information from appropriate resources 3. Preparing programmatic and/or financial reports 4. Review and/or certify data 5. Ensuring program is in compliance with closeout requirements and budget objectives have been met 6. Evaluating process for improvements 7. Marketing successes	1. Designing and classifying an Organization 2. Recruiting 3. Onboarding 4. Training 5. Managing Performance 6. Maintaining employee safety and wellness 7. Planning for succession 8. Off-boarding	1. Establishing standard processes, tools and training 2. Developing spending plan 3. Reviewing program/project level expenditures monthly and projecting future spend 4. Adjusting spending plans 5. Partnering in division level quarterly financial reviews 6. Analyzing agency financial condition 7. Reporting financial information to the Director 8. Certifying agency financial information annually	1. Applying IT governance (State & Commerce) 2. Researching new technologies 3. Consulting on IT requests 4. Providing IT help desk support 5. Ensuring IT security 6. Assessing & mitigating IT risk 7. Developing, implementing, and maintaining business applications 8. Managing IT budget/spending 9. Planning and maintaining computing environment 10. Training 11. Conducting quarterly Division service reviews	1. Linking to Commerce Communications Strategy 2. Initiating job (Sharepoint job ticket) 3. Scoping job (Guide & consult) 4. Completing work plan: Details, Deadlines & Dollars (Submitted to ed cal)* 5. Researching & developing content & collateral (Drafts) 6. Reviewing & approving job (Final)* 7. Delivering/publishing job 8. Assessing/validating process against work plan	1. Developing standards for assessing risk 2. Training to developed standards and internal control activities 3. Creating a prioritized list of known and potential risks 4. Reviewing and assessing processes and internal controls to effectively manage risk 5. Ensuring risk mitigation plans are developed 6. Assessing effectiveness of risk mitigation plans 7. Reporting results of risk mitigation efforts	1. Defining success (measures) 2. Creating scorecard 3. Setting targets and ranges 4. Measuring performance 5. Monitoring QTR's 6. Improving performance
a. % of legislative reports submitted after due date	a. % of fiscal notes submitted on time b. % of decision packages included in Governor's 1st budget c. % growth of competitive funds	a. # of program where designs is not approved by due date b. # of programs developed requiring avoidable revisions to program guidelines, rules within first 6 months c. Staff hours required for design revisions	a. % of applications reviewed by target date b. % of incomplete applications c. % of applicants rating preparation as simple or reasonable effort rating	a. % of contracts not executed by target date b. % of Commerce grantees with relevant audit findings c. % of invoices received incomplete/with errors	a. % of services provided on time b. % of services meeting customer satisfaction goal c. % of services meeting internal rework goal d. % of Managed Services reporting on all 3 measures	a. % of financial close out reports submitted on time b. % of programmatic close out reports submitted on time c. % of final reports returned d. % of final reports accepted as submitted e. After closeout dollars of unallowable costs	a. # of days to complete onboarding checklist b. Types of turnover c. # of employee change forms not submitted correctly d. # of hours of training per ee	a. # of days to pay vendors b. # of correcting journal vouchers c. % of administration cost	a. % of late deliveries b. % of unscheduled service outage hours (downtime) c. % of completed requests delivered with rework needed	a. # of days to complete project b. % of jobs not completed in target time c. % projects with completed scope guide d. # of jobs completed e. % of jobs completed	a. % of Corrective Actions completed on time, YTD b. % of programs with risk assessments c. % of programs with monitoring plans d. # of repeat findings e. \$ of unallowable costs f. % of staff taking risk related training	a. % of quarterly measures reported on time b. % of measures in red for ≥3 quarters c. % of positive survey responses d. # of processes undergoing improvement efforts e. % of POG measure reported on time f. % of measures activated per schedule
(S) Nick Demerice (O) Cheryl Smith	(S) Dan McConnon (O) Cary Retlin	(S) Rick Locke (O) Bev Emery	(S) Kendee Yamaguchi (O) Bruce Lund	(S) Diane Klontz (O) Mark Barkley	(S) Mary Trimarco (O) Rick Torrance	(S) Kendee Yamaguchi (O) Connie Shumate	(S) Connie Robins (O) Michaela Doelman	(S) Connie Robins (O) Wendi Gunther	(S) Connie Robins (O) Gary Wilkinson	(S) Nick Demerice (O) Penny Thomas	(S) Connie Robins (O) Sonya Smith-Pratt	(S) Dan McConnon (O) Rebecca Stillings

Engaged Employees

(O) Dan McConnon

Optimized Operations

(O) Connie Robins

Engaged Stakeholders

(O) Penny Thomas

Decreased Carbon Footprint

(O) Rick Locke

Increased Investment in Washington State

(O) Kendee Yamaguchi

Equitable Resources for Disadvantaged Areas and Populations

(O) Nick Demerice

Build and Maintain Local Capacity

(O) Diane Klontz

Healthy Economic Climate

(O) Mary Trimarco

